



2018-2021 Strategic Plan

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An Equal Opportunity/Affirmation Action Institution

Mission Statement

The mission of the College is to provide an educational environment that meets students where they are and prepares them for successful college transfer and rewarding careers in a global and diverse society. Through quality instruction, support, services, technology, work force development, research, and community partnerships, Nash Community College fosters lifelong learning opportunities by addressing the needs of individuals, communities, and organizations.

SUMMARY

Nash Community College (NCC) engages in regular ongoing, institution-wide, research-based, data-driven planning and evaluation. In an effort to ensure the Institution's commitment to continuous improvement, the NCC Strategic Planning Committee (SPC) meets at least annually to Assess, Plan, Implement, and Evaluate (APIE) all aspects of the College's planning cycle (Attachment 1: APIE Planning Cycle). The annual review evaluates current practices, and makes proactive improvements to ensure adherence to the College's mission (Attachment 2: SPC Meeting Agenda/Minutes). The SPC is comprised of the President, Vice Presidents, Associate Vice Presidents, Deans, Associate Deans, Department Chairs, Directors, and a representative from the Faculty Senate. The SPC considers the collective outcomes and achievements of the College to assess progress towards meeting college-wide goals and objectives. The development of the College's most recent 2018-2021 Strategic Plan (SP) includes a review and evaluation of the previous plan (Attachment 3: Summary of 2014-2017 SP). The summary provided the Committee with a solid informational foundation to formulate a new three-year data driven continuous improvement cycle. A major part of the evaluation and analysis included a "mission destruction" activity that gave the Committee an opportunity to identify major components of the College's mission including an alignment of goals and objectives. This analysis provided an opportunity for

the SPC to ensure that the 2018-2021 goals continue to be relevant and align with the College's mission. The SPC worked in full committee to develop the new goals. Subcommittees were assigned and meetings were held to refine the goal statements and to add objectives and strategies. The SPC reconvened in full committee to review the subcommittees' feedback. A gallery walk exercise provided the entire committee an opportunity to provide feedback/input for each goal.

The NCC 2018-2021 Strategic Plan was reviewed by the President's Executive Council (PEC), the President's Administrative Council (PAC), faculty, community stakeholders, including students and the NCC Board of Trustees. All relevant feedback has been incorporated into the final draft which was reviewed by the President and the Board of Trustees, prior to implementation.

The SPC will conduct an annual review of the NCC 2018-2021 SP, which will include an evaluation of the measurable outcomes associated with each of the goals. Based on findings of the annual review, the Committee will make recommendations and develop an action plan that will reflect a cycle of continuous improvement for the duration of the 2018-2021 Strategic Planning Cycle. Annually, the SPC will also report its findings and recommendations to the President and Board of Trustees. In an effort to fulfill the mission of Nash Community College, the SPC has developed a strategic plan that includes the following goals, objectives, and strategies.

Goal #1 Maximize Student Learning and Achievement

Objective 1: Provide Quality Instruction

- Strategy 1: Establish and maintain College-wide baselines for evaluation within academic and operational units
- Strategy 2: Cultivate an environment that promotes professionalism
- Strategy 3: Promote Professional Development
- Strategy 4: Conduct annual faculty position reviews

Objective 2: Provide Student Support

- Strategy 1: Promote and increase the use of supplemental instruction
- Strategy 2: Increase use of tutoring services
- Strategy 3: Increase use of advising and related student services

Goal 2: Provide Comprehensive Programs

Objective 1: Ensure Programs are Relevant to and Supportive of the Students and Community

- Strategy 1: Utilize demographic, transfer, workforce and employment trends in institutional and programmatic decisions and planning
- Strategy 2: Implement regular evaluative processes for all instructional and service programs
- Strategy 3: Embed current, research-based improvement plans and resource prioritization that support student success across the college experience
- Strategy 4: Provide ongoing community connectivity and awareness through targeted marketing, advertising, partnerships and outreach activities

Objective 2: Ensure Programs Reflect a Unified and Flexible Institutional Approach to Student Retention and Completion.

- Strategy 1: Ensure the completion of regular review and evaluative process of policies, procedures, organization, resources (physical and human), technology and system efficiency and effectiveness
- Strategy 2: Establish processes that include improved ability to adapt to changing or emerging data analysis trends
- Strategy 3: Identify, distribute and use data-driven reporting mechanisms to improve individual, programmatic and institutional accountability for performance and outcomes

Objective 3: Establish new programs, services and procedures based on economic development and workforce needs.

- Strategy 1: Identify workforce skills gaps through surveying appropriate economic development trends
- Strategy 2: Establish new programs, services and procedures supportive of changing workforce needs

Goal 3: Apply Operational Best Practices in all areas of the institution.

Objective 1: Maintain fiduciary responsibility and prudent practices related to prioritizing and optimizing initiatives

- Strategy 1: Improve NCCCS performance measures and/or other internal/external measures
- Strategy 2: Fully utilize allocated funds through decision driven budgeting process
- Strategy 3: Explore external funding sources aligned with priorities
- Strategy 4: Leverage internal resources (fiscal/capital/human)(Cross Training)

Objective 2: Improve processes through systematic assessments

- Strategy 1: Conduct Annual Reviews of SACSCOC Compliance/Program Evaluation
- Strategy 2: Provide and ensure participation in Professional Development/Training/Communication
- Strategy 3: Assess and improve workflow, processes, and procedures
- Strategy 4: Assess the needs of community stakeholder groups

Comprehensive Cycle of Continuous Improvement

Nash Community College's ongoing comprehensive cycle of planning and evaluation is centered on Assessment, Improvement, Planning, Intervention, and Evaluation (APIE) (Attachment 2, APIE Planning Cycle). The College evaluates and assesses all academic and non-academic programs and institutional services.

Academic program evaluations are completed annually in conjunction with advisory committees that provide stakeholder input. All departments are required to complete a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis for all programs.

All employees are provided the opportunity for departmental, programmatic, and college-wide input through advisory participation, surveys and committee assignments. Students are able to provide feedback on academic and non-academic programs, faculty, instruction, and institutional services through course evaluations (Attachment 4: sample – student evaluation) and advisory committee participation (Attachment 5: sample – Advisory Committee Roster). All institutional services and non-academic programs also undergo an advisory committee evaluation process, which allow stakeholders to provide input and complete a SWOT analysis to help determine the effectiveness of the programs and services. All resulting data is analyzed and incorporated into the continuous improvement cycle.

Nash Community College Annual Strategic Planning Cycle

